



Calhoun: The NPS Institutional Archive

Center for Homeland Defense and Security (CHDS)

Center for Homeland Security and Defense publications

2015

Educating and Innovating Homeland Security Since 2002

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CENTER FOR HOMELAND
DEFENSE AND SECURITY
NAVAL POSTGRADUATE SCHOOL

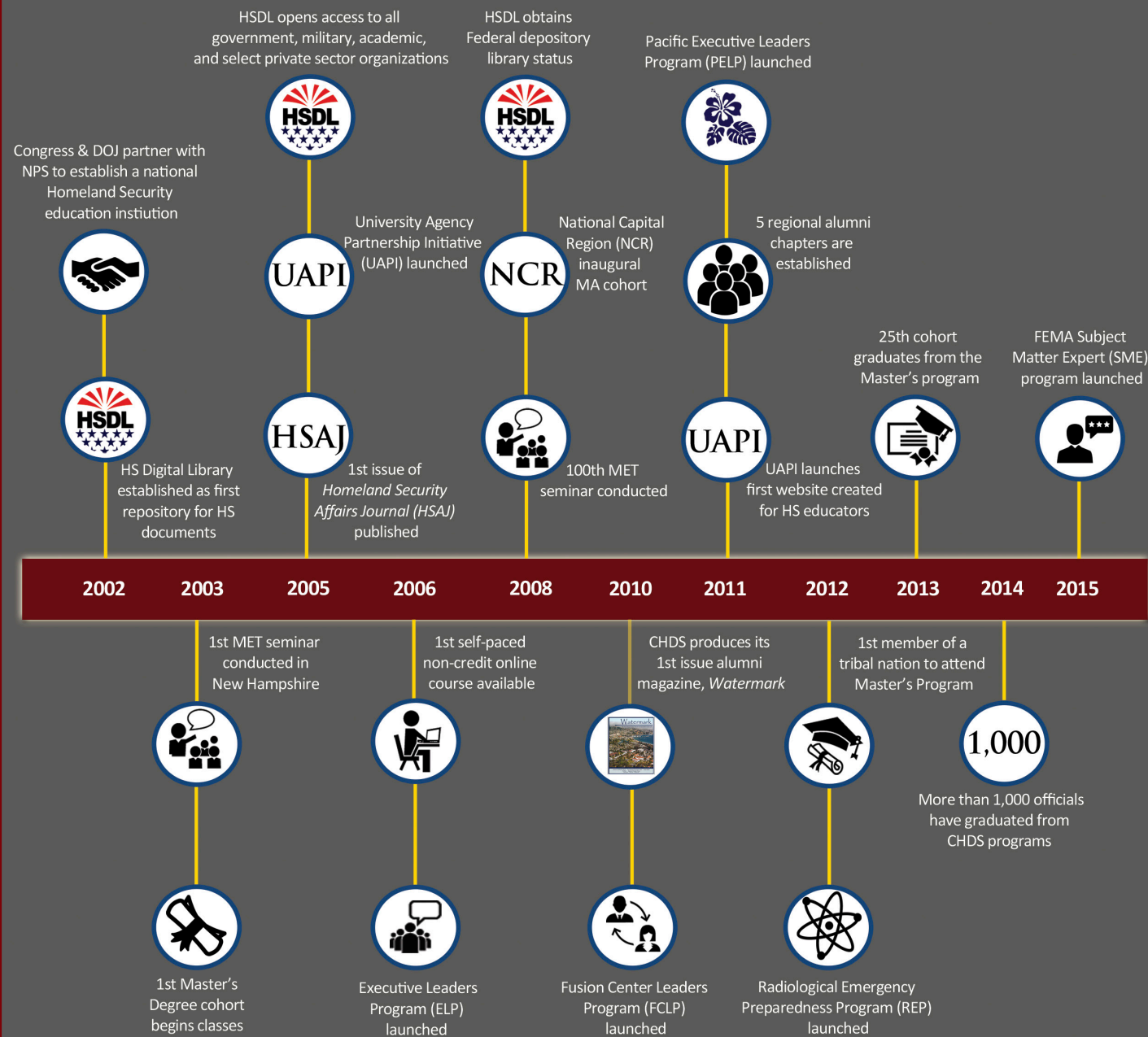
CHDS

EDUCATING AND INNOVATING
HOMELAND SECURITY SINCE 2002



FEMA

CHDS MILESTONES



CENTER FOR HOMELAND DEFENSE AND SECURITY

INNOVATION IN HOMELAND SECURITY EDUCATION

The Naval Postgraduate School's (NPS) Center for Homeland Defense and Security (CHDS) is the nation's homeland security educator. In the months following the 9/11 terrorist attacks, the United States Congress and Department of Justice partnered with NPS to establish a national institution to:

- 1) **lead the development** of the emerging field of homeland security education;
- 2) educate government and business officials and **build a national cadre of homeland security leaders** with advanced skills in organizational collaboration and innovative policy and strategy development;
- 3) **serve as a national resource** to grow the country's homeland security knowledge base and disseminate valuable research and educational materials;
- 4) **bring diverse individuals and organizations together in a neutral educational forum** to discuss, debate and solve homeland security challenges.

CHDS IS A NATIONAL INSTITUTION*

The Naval Postgraduate School Center for Homeland Defense and Security answered the call for action and has become an integral component of the nation's homeland security framework. ***The key to CHDS' success is how its growing portfolio of programs and resources are developed and delivered in an integrated model that maximizes savings and learning.*** The Center has built a vast network of relationships with hundreds of agencies, universities and homeland security organizations around the country and provides to them, at no cost, its extensive portfolio of resources upon which these groups now rely.

Over 80,000 users depend on CHDS websites for research, digital library holdings, online courses and lectures, journal articles, and more to do their jobs and further their knowledge of homeland security issues. Agencies and departments rely on CHDS programs to develop their next generation of leaders. The Center's alumni occupy senior leadership positions in local, state, tribal, territorial and federal government as well as executive positions with major U.S. corporations. Many alumni credit their CHDS education as a significant factor in their promotions and appointments. CHDS launched the nation's first homeland security graduate program in 2003 with a pilot class of 13 officials. The Center now conducts master's degree and other graduate level programs for more than 300 leaders each year. Governors and mayors use the CHDS mobile education teams to conduct on-site executive education seminars to ensure their administrations are prepared to prevent and respond to terrorist attacks and natural disasters.

National associations and U.S. Department of Homeland Security (DHS) advisory committees and working groups depend on CHDS for its neutral educational status and ability to organize, facilitate and conduct special programs. CHDS has a global reputation for academic excellence and cutting edge innovation. Former Department of Homeland Security Secretaries Napolitano, Chertoff and Ridge along with Department of Defense Assistant Secretary Stockton all authored reflective articles published in the Center's 9-11 ten year anniversary issue of its Homeland Security Affairs journal.

CHDS WEBSITES ARE A NATIONAL RESOURCE



* Unless otherwise indicated, statistics provided throughout this publication are 2015 calendar year-end data

WHY NPS?

In 2001, the concept of homeland security in the United States was new and existed only in name. No one knew what this emerging discipline would look like in the years to come. However, there was an immediate need for local, state, tribal, territorial and federal officials to become educated in issues they had never before had to address such as intelligence and information sharing, terrorism and asymmetric threats, weapons of mass destruction (WMDs), cyber-security, and critical infrastructure protection. Overnight, these officials were being asked to develop homeland security policies and strategies that had never existed in the United States and in topical areas in which few Americans and organizations had experience.

There was an urgency to develop resources to assist these officials with their new roles and responsibilities. NPS has worked for decades with American and ally military leaders conducting research in and teaching many emerging homeland security priority concepts (see NPS Fact Sheet in the Appendix). Harnessing NPS’ extensive educational capabilities and retooling them for domestic officials was a way to expedite the U.S. homeland security development process.

The U.S. government needed to establish an institution to be the focal point for activities to support the homeland security educational needs of local, state, tribal, territorial, federal and private sector leaders. This became the mission of the Center for Homeland Defense and Security.

It was apparent that Americans faced new threats and addressing these threats required leaders at all levels of government to:

- work together in new partnership arrangements
- realign their organizations and resources, and
- develop new innovative programs, policies and strategies to be able to protect the nation and respond to future attacks

As an executive branch institution, NPS is required by law to provide services on a cost reimbursable basis. NPS cannot charge for traditional university overhead expenses such as executive salaries, facilities, and profits.

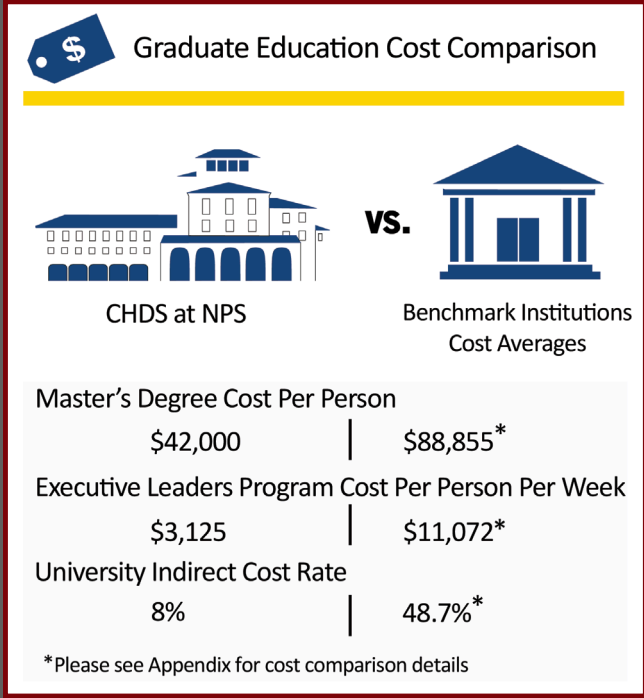
CHDS IS LEADING HOMELAND SECURITY EDUCATION

In addition to its academic synergy, NPS was also the perfect choice as the home for the nation’s new homeland security center because of the importance that the new institution:

- Be service oriented and not profit driven
- Always serve the broader public good
- Be able to operate efficiently and economically
- Create a multiplier effect to realize an exponential return on the tax payers’ dollars

This results in significant savings to the taxpayer that cannot be realized at private and public colleges and universities and most other organizations. For example, the current CHDS indirect rate is 8% compared with other equivalent universities’ indirect rates which can exceed 48.7%.

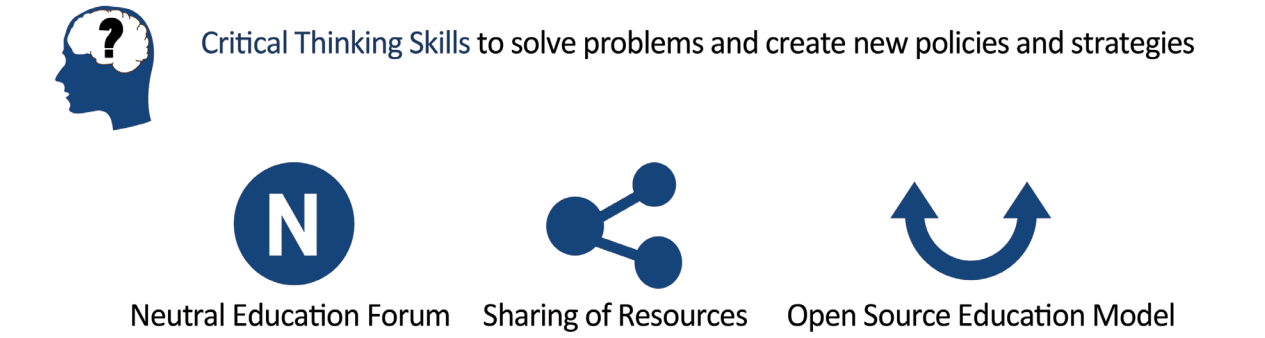
The CHDS master’s degree costs approximately \$42,000 per person while comparable degrees at other tier one institutions average more than \$88,855 per person. Similarly, the CHDS Executive Leaders Program costs \$3,125 per week per person while executive programs at other universities are more than triple the cost.



CHDS EDUCATION ENHANCES NATIONAL SECURITY

National associations, DHS advisory committees and working groups depend on CHDS for its neutral educational status and ability to organize, facilitate and conduct special programs

CHDS Provides:



The CHDS model integrates faculty, subject matter experts, course materials and research between all programs

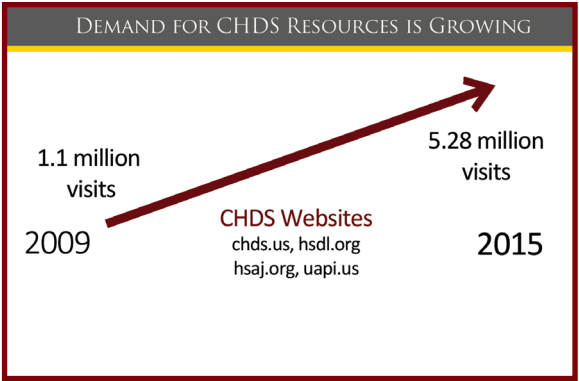


At the core of the CHDS mission is the charge to lead the national development of homeland security education and address the new leadership challenges. Since 2002, that is exactly what CHDS has done. It developed and launched the first homeland security master’s degree program in January 2003. The master’s degree program is considered the gold standard for academic homeland security programs across the United States. Each time a course is delivered, an independent evaluator meets separately with class participants and receives feedback on how to strengthen the relevancy of the content. As a result of this comprehensive evaluative process, the curriculum is very dynamic and always changing to reflect the evolution of the homeland security world within which officials operate.

CHDS EDUCATION IS CONSTANTLY EVALUATED AND UPDATED



The CHDS model integrates faculty, subject matter experts, course materials and research between all programs. The common sharing between multiple CHDS programs provides content, case studies and faculty insights that would otherwise be difficult to achieve economically and academically. The Executive Leaders Program (ELP) brings together the most senior local, state, tribal, territorial, federal and private sector homeland security leaders to discuss and debate current issues. Executive Education Seminars conducted by Mobile Education Teams (METs) provide half-day, closed-door seminars to governors and mayors and their cabinets. These seminars help city and state leaders to understand their roles and responsibilities in man-made or natural disasters and to identify potential planning shortcomings.



The integration model drives content development and innovation. The faculty share information across program lines and leverage existing curriculum and logistical support to create new programs that avoid significant start up and delivery costs associated with stand-alone programs developed and conducted independent of one another.

For example, the one-week Fusion Center Leaders Program (FCLP) is an outgrowth of the master's degree Intelligence course. The FCLP utilizes course content and faculty from the master's degree course and the discussions, debates, issues and solutions that emerge from the FCLP sessions are incorporated back into the CHDS Master's Degree, Executive Leaders and Executive Education Seminar programs. *This cross-pollination is only possible because all the programs and resources are co-located and managed at the Center.*

To help address the growing demand and need for homeland security academic programs across the country, CHDS created the University and Agency Partnership Initiative (UAPI). The UAPI bundles CHDS resources to build a national network of homeland security academic programs. CHDS serves as a clearing house for sharing at no cost homeland security curriculum, course materials, and multi-media lectures from not only CHDS but dozens of other UAPI partners. *The UAPI is a cost-effective multiplier effect that increases by tens of thousands the number and diversity of people with access to homeland security education.* Through the UAPI, CHDS has assisted 369 colleges and universities to develop their own homeland security academic programs. CHDS teach-the-teacher workshops facilitate faculty development for other schools and assist them in jump starting their own homeland security course offerings by reducing the expense and difficulty of institutions having to "reinvent the wheel" and build curricula and programs from inception.

CHDS IS BUILDING THE NATION’S CADRE OF HOMELAND SECURITY LEADERS

CHDS programs develop officials’ critical thinking, analytical and problem-solving skills so they are prepared to overcome obstacles and create new policies and strategies to protect the nation. CHDS alumni occupy senior leadership positions at all levels of government and in the private sector. As a result of their research and theses, alumni are recognized as subject matter experts and asked to serve on national policy work groups and to provide advice on complex homeland security issues. The 1,958 alumni share common bonds that facilitate their collaboration and problem-solving across organizations and jurisdictional lines. Alumni remain very active in Center activities. They serve as guest speakers, promote the use of CHDS programs and resources in their agencies, recruit new students, act as a think tank to assist the DHS, Congress and others to solve problems, and share information and assist each other daily through their own secure online forum – the Alumni Network. In addition, they have organized into eleven regional alumni chapters and hold an annual two-day continuing education workshop to further their networking and awareness and understanding of current homeland security topics.



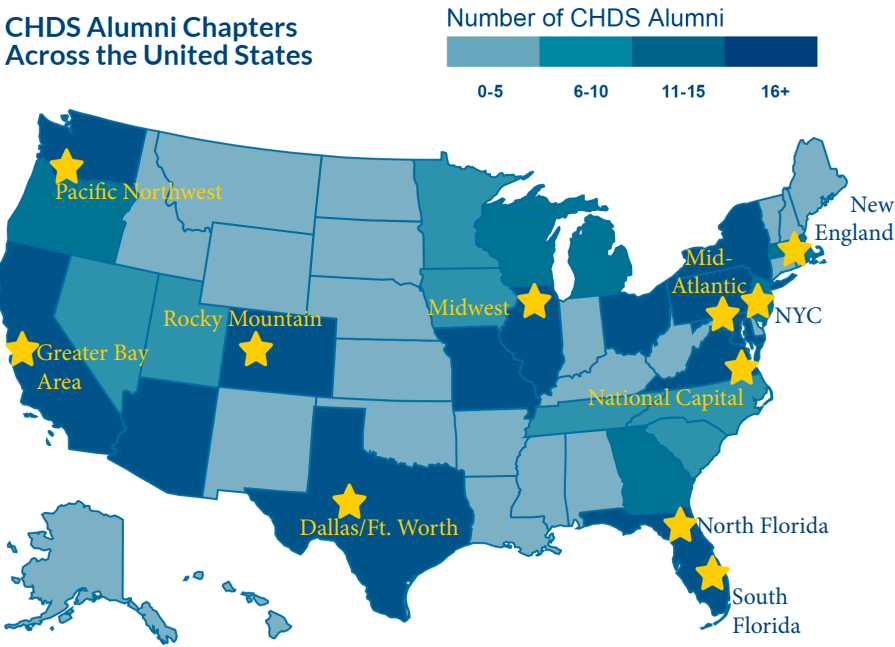
CHDS: ALUMNI FAST FACTS

- Alumni occupy senior leadership positions at all levels of government and in business
- Alumni credit their CHDS education as a large factor in promotions and appointments
- Theses/papers are implemented and lead to national best practices
- They share information and assist each other through their own secure online forum
- Alumni are recognized as SMEs and are asked to provide advice on complex policy issues
- They promote use of CHDS programs and resources in their agencies

Alumni network of homeland security experts constitute a national "think tank"

CHDS ALUMNI ASSOCIATION
REGIONAL CHAPTERS

In order to facilitate ongoing communications and interactions, regional alumni chapters have been established across the nation. As of December 2015 there are eleven regional chapters.



CHDS ALUMNI OCCUPY SENIOR LEADERSHIP POSITIONS IN GOVERNMENT AND BUSINESS

Master’s Degree Program Examples:

- RADM Meredith Austin**, Chief of Staff, U.S. Coast Guard, San Francisco, CA
- Nabeela Barbari**, Senior Advisor, DHS/NPPD Office of Infrastructure Protection, Washington, DC
- Brig Gen Jeffrey Burkett**, Deputy Commander, Joint Task Force Guantanamo (JTF-GTMO), Arlington VA
- Edward Bushman**, Director of Emergency Management, Los Angeles World Airports, Los Angeles, CA
- David Carabin**, Director, Boston Police Department - Boston Regional Intelligence Center, Boston, MA
- Gloria Chavez**, Deputy Chief, U.S. Border Patrol - Customs and Border Protection, Washington, D.C
- Eileen Decker**, Deputy Mayor, Homeland Security & Public Safety, Office of Mayor Garcetti, City of Los Angeles, CA
- Robert Keith**, Principal Maritime Advisor, U.S. Embassy Riyadh (OPM-MOI), U.S. Department of State, Warrenton, VA
- Cathy Lanier**, Chief of Police, Washington, D.C. Metropolitan Police Department, Washington, D.C.
- Nitin Natarajan**, Director, Critical Infrastructure Policy, National Security Staff, Washington, D.C.
- Susan Reinertson**, Chief, Emergency Management & Corporate Security, AMTRAK, Washington, D.C.
- Keith Squires**, Utah Commissioner of Public Safety/Governor’s Homeland Security Advisor, Salt Lake City, Utah

Executive Leaders Program Examples:

- Bernard (B.W.) Collier II**, Director, North Carolina State Bureau of Investigation, Raleigh, NC
- Christopher Cote**, Executive Assistant Director, Intelligence and Information Sharing, Naval Criminal Investigative Service, Quantico, VA
- Carol Cunningham**, State Medical Director, Ohio Department of Public Safety, Division of EMS, Columbus, OH
- Christina Curry**, Deputy Director, California Office of Emergency Services, Mather, CA
- Bret Daugherty**, Adjutant General, Washington Military Department, Camp Murray, WA
- Gregory Dean**, Chief of the Department, District of Columbia Fire Department, Washington, DC
- Sarah Dietch**, Assistant Administrator, TSA, Arlington, VA
- William Evans**, Commissioner, Boston Police, Boston, MA
- Joseph Finn**, Commissioner, Boston Fire Department, Boston, MA
- Kathleen Fox**, Deputy Assistant Administrator, National Preparedness Directorate, FEMA, Washington, DC
- Robert Geis**, Chief of Staff, Navy Region Mid-Atlantic, U.S. Navy, Norfolk, VA
- David Leighton**, Deputy Director, U.S. Coast Guard Investigative Service, Arlington, VA
- Victoria Lester-Saura**, Director, DHS - Office of Policy, Washington, DC
- Samuel Levy**, Senior Intelligence Advisor, Office of the Director of National Intelligence, Washington, DC
- Robert MacLean**, Chief of Police, United States Park Police, Washington, DC
- Timothy Manning**, Deputy Administrator, National Preparedness Directorate, FEMA, Washington, DC
- Joanna Nunan**, Military Advisor to the Secretary, DHS – U.S. Coast Guard, Washington, DC
- Mark Ridley**, Deputy Director, Naval Criminal Investigative Service, Quantico, VA
- Michael Steinbach**, Executive Assistant Director, National Security Bank, Washington, DC
- Tim Tobiasz**, Senior U.S. Coast Guard Advisor to the Commander, USNORTHCOM, USCG, Cape Cod, MA

OUT OF THE CLASSROOM AND INTO THE WORLD

CHDS Alumnus' Prison Radicalization Thesis is Backbone of Congressional Testimony Tony Parker, Assistant Commissioner, Tennessee Department of Correction

When he applied to the master's degree program at the Center for Homeland Defense and Security, Tony Parker wrote in his essay on the link between prisons and radicalization, a topic that would evolve into his thesis, "Establishing a Deradicalization/Disengagement Model for America's Correctional Facilities: Recommendations for Countering Prison Radicalization."

The next iteration of that subject for Parker, who is Assistant Commissioner of the Tennessee Department of Correction, came in the form of testimony before the House Committee on Homeland Security on October 28, 2015. From gangs for protection to religious firebrands, prisons are often seen as incubators for various forms of radical behavior.

"After working in corrections for 32 years, I was interested in prison radicalization and, what were the contributing factors within the correctional environment," Parker said during an interview. "An incarcerated individual who may become radicalized in prison presents a homeland security concern. We have to realize that 95 percent of these people are going to return to our communities at some point."

Rehabilitation and security are crucial building blocks of such a program, part of what Parker referred to as a "Dual Strategy."

"Effective rehabilitation increases effective security," he said. "The focus must be multidisciplinary in nature and prisoner re-entry should be considered at all stages of the process in most cases."

Tapping family influences and social influences that may help reduce the chances of an individual returning to terrorist activities is crucial, he said.

Parker noted, "Our current policy related to prison radicalization as well as the method of incarcerating convicted terrorist in America is based exclusively on a security model and fails to recognize the critical aspect of re-entry."

His thesis also reviews some of the factors that lend themselves to prison radicalization, drawing on academic literature as well as his own experience as a Correctional Officer, Warden and Administrator. Gangs provide

protection. Add to this self-preservation need a charismatic leader with alluring ideology, a lack of vocational training and counseling as well as the cold, raw living conditions, and the formula for extremism is ripe.

"It is an environment that makes you question your identity and beliefs," Parker wrote.

Granted, changing the prisoner's outlook begins with the individual, an unknown factor as to how he or she may react to an offer of rehabilitation. Parker believes it is worth determining.

"Can you really change the mindset of an individual? I would argue in some cases you may be able to, and the attempt is certainly better than what we're doing now," he said. "We need to understand they are eventually going home and we need to be proactive to do everything possible to increase the chances of the offenders being released as productive individuals who are not engaging in terrorism activities. We also must establish best practices that mitigate the environmental factors within the prison environment that could promote prison radicalization."

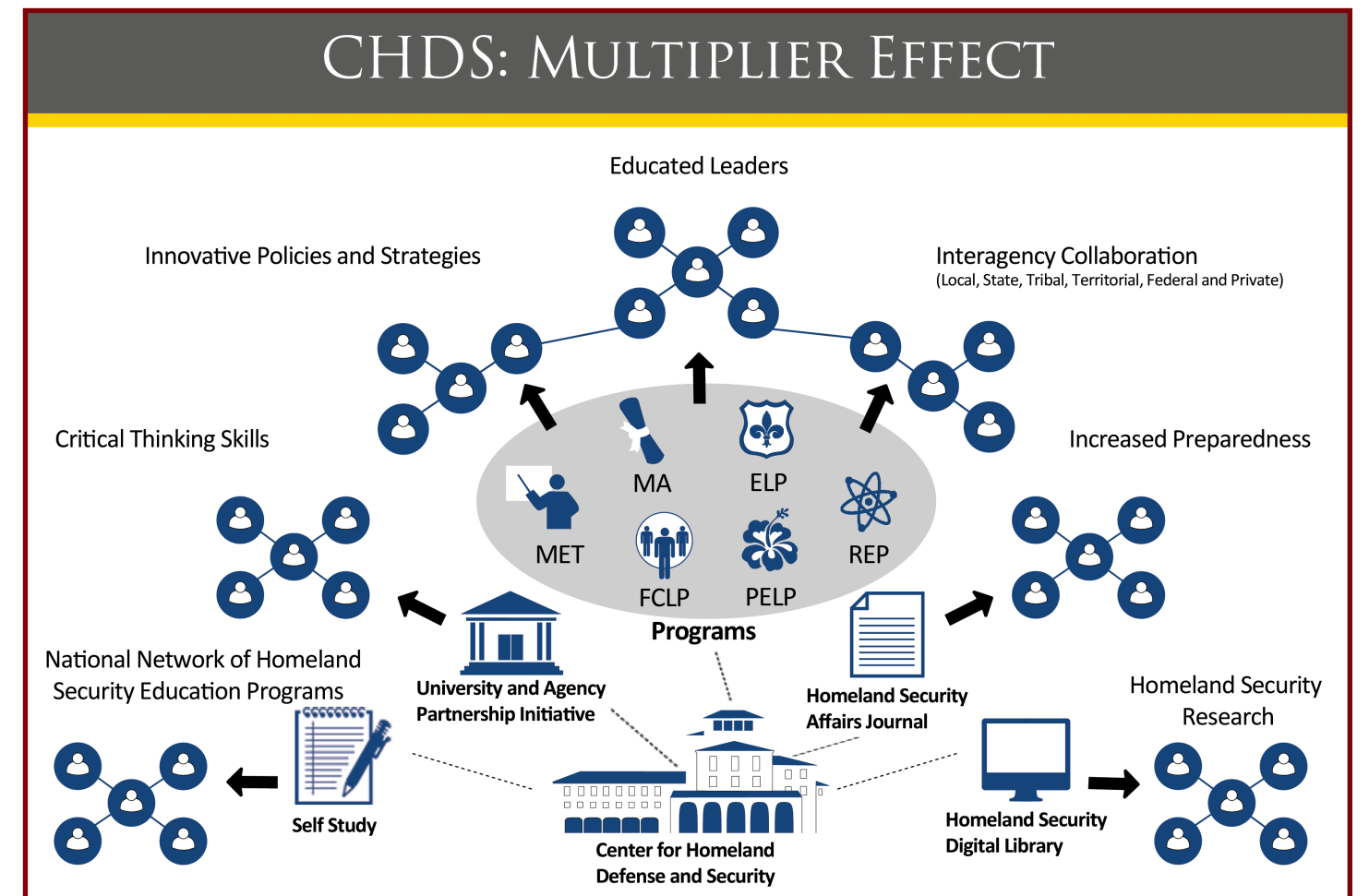
In addition to congressional testimony, Parker has pitched his recommendations to the American Corrections Association as part of the organization's standard best practices. He credits his CHDS education, with its vigorous classroom discussions, a great group of classmates and rigorous standards, for enabling him to deeply explore prison-radicalization links.



Tony Parker (center) testifies before the House Committee on Homeland Security, October 28, 2015.

CHDS LEADS HOMELAND SECURITY INNOVATION

The Center provides a one-of-a-kind learning environment that facilitates collaboration between all levels of government and more than 24 professional disciplines. CHDS master's degree participants research and write papers and a thesis that explore and propose creative solutions to pressing homeland security problems. These works contribute significantly to the national knowledge base and have become the basis for homeland security policies and strategies around the country; several have become national best practices. The CHDS experience takes the learning out of the classroom and into the real world.



CHDS IS A NATIONAL RESOURCE

A significant benefit of conducting multiple programs at CHDS is the compilation of materials that are made available to serve government officials, business executives, academics and the public regardless of where the user is located. CHDS websites service a community of more than 80,000 account holders who rely on CHDS resources to develop and deliver their programs and execute their missions. In 2015, account holders visited the CHDS portal over 5.28 million times to conduct research, access learning modules, read journal articles, listen to pod-casts, download critical infrastructure protection tools, take self-study courses or watch interviews with homeland security leaders. Demand for CHDS resources continues to grow annually and is anticipated to reach 11.5 million annual visits in the next five years.

- **15,805 professionals** have enrolled in CHDS online self-study courses
- **22,474 students, academics and officials** have personal account; **741 organizations** have group-wide access to the Homeland Security Digital Library for "one stop research"
- **4,250 readers** rely on the Homeland Security Affairs Journal which provides a forum to propose and debate strategies, policies and organizational arrangements to strengthen U.S. homeland security
- **1,409 educators and 369 educational institutions and programs** are affiliated with the UAPI
- **150 Viewpoints video interviews** have been uploaded. These videos discuss homeland security challenges, future trends, policies, and innovations with homeland security leaders, and highlight programs, research and theses developed at CHDS

CHDS IS THE “GO TO” ORGANIZATION

The CHDS reputation for academic rigor, exploration and neutrality has made the Center a well-respected facilitator of working groups and source of subject matter expertise on sensitive homeland security issues. DHS offices, advisory councils, national associations, and local, state and federal agencies are some of the organizations that are increasingly depending on CHDS for assistance. CHDS is asked to convene workshops, seminars and meetings to bring together academics and practitioners from around the world to drive policy and strategy development and build consensus around solutions.

In its final report, former Secretary of Homeland Security Janet Napolitano’s Homeland Security Academic Advisory Council singled out CHDS for its important role and achievements and recommended:

“DHS should increase its promotion of CHDS...” and have CHDS take the lead on several important DHS initiatives.

From the Homeland Security Academic Advisory Council (HSAAC) Member Briefing Materials, July 19, 2012
(Please see Appendix for additional information regarding this report.)

Examples of CHDS National Homeland Security Support Activities:

CHDS partnered with the Emergency Management Institute (EMI) in 2012 to deliver “Emergency Management in the 21st Century,” which provides emergency management leaders with historical, social, economic, legal, and ethical perspectives that shape policy and decision-making.

In March 2012, CHDS supported the ongoing development of the fusion center network through two events. The National Fusion Liaison Officer Program Workshop addressed a need for liaison officers to ensure information is flowing efficiently both to the fusion centers and the communities they serve. A separate, but related, workshop discussed proposed Centers of Analytical Excellence in which fusion centers could specialize in a specific type of intelligence and share their expertise with other centers.

CHDS facilitated the FEMA Preparedness Task Force in 2010. The Task Force, comprising homeland security professionals from around the country, represented an array of disciplines. The Task Force’s work culminated in a report to Congress titled, “Perspective on Preparedness: Taking Stock Since 9/11.”

Other special seminars and workshops have included:

- Strategic Implementation Plan for Empowering Local Partners in the United States (a countering violent extremism conference held at the White House)
- State and Local Intelligence: Challenges for Homeland Security
- Child Sex Trafficking Advisory Working Group
- Critical Infrastructure Protection: Metrics and Tools
- The Ogma Workshop: Exploring the Policy and Strategy Implications of Web 2.0 on the Practice of Homeland Security
- The Infrastructure Modernization Initiative: Homeland Security Implications and Challenges
- Lacy Suiter Policy Forum: The Future of Emergency Management
- University and Agency Partnership Initiative Continental Security Conference: Homeland Security and Resilience, Emergency Management, Civil Security, and Immigration and Border Issues
- New Homeland Security Advisors Executive Seminar
- TRAM (Terrorism Risk Assessment Method) Software Training
- Emergency Management Executive Academy (EMI)
- Pace University-CHDS Collaborative in Public/Private Partnerships in Homeland Security
- Department of Justice Local-State-Federal Senior Law Enforcement Executives Seminar
- Muslim Communities in Homeland Security
- Department of Homeland Security Interoperability Grant Facilitation
- U.S. Coast Guard Workshop - National Critical Infrastructure
- International Association of Emergency Managers (IAEM) Strategic Leadership Symposium



FEMA

APPENDIX
SUPPLEMENTAL INFORMATION



NAVAL POSTGRADUATE SCHOOL

2015 FACT SHEET

MISSION

The Naval Postgraduate School (NPS) provides relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the naval service to enhance the security of the United States. In support of the foregoing, and to sustain academic excellence, NPS and the DON foster and encourage a program of relevant and meritorious research which both supports the needs of the Navy and Department of Defense (DOD) while building the intellectual capital of the Naval Postgraduate School faculty.

VISION

The Naval Postgraduate School aims to be the nation’s premier defense and security oriented graduate university.

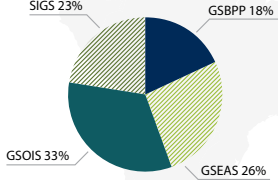
STRATEGIC PLAN GOALS

- Transform NPS students through excellent education programs consisting of relevant and innovative instruction and research experiences.
- Build and maintain excellence in instruction and research in our faculty.
- Leverage the opportunities created by sponsored activities to benefit the education of naval students.
- Relentlessly pursue organizational effectiveness and efficiency.

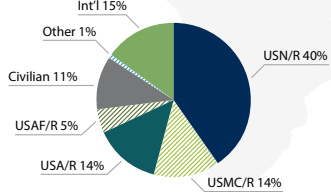
ENROLLMENT

AVG. STUDENT ENROLLMENT: 2,678	DEGREES AWARDED IN 2015: 1,269
Resident..... 56%	Master..... 1,233
Distance Learning..... 37%	Ph.D..... 12
Certificate..... 7%	Engineer..... 24

AVG. RESIDENT DEGREE STUDENT ENROLLMENT BY SCHOOL



AVG. RESIDENT DEGREE STUDENT ENROLLMENT BY SERVICE



FACULTY AND STAFF

TENURE-TRACK AND TENURED FACULTY: 218

Have Ph.D.....	100%
Distinguished.....	7.8%

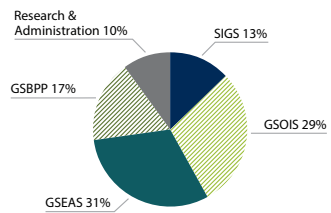
NON TENURE-TRACK FACULTY: 408

MILITARY FACULTY: 45

GS/WAGE GRADE STAFF: 345

Full-time.....	98%
Part-time.....	2%

FACULTY AND STAFF BY SCHOOL



LEADERSHIP

President

Ronald A. Route
Vice Admiral, USN (Ret.)

Provost

Dr. James H. Newman (Acting)

Chief of Staff

Capt. Anthony J. Parisi, USN

Vice Provost

Dr. Douglas Moses

Dean of Students

Capt. Matthew R. Vandersluis, USN

Dean of Research

Dr. Jeffrey Paduan

University Librarian

Eleanor Uhlinger

GRADUATE SCHOOLS

Graduate School of Business and Public Policy (GSBPP)

Dean Dr. William Gates

Graduate School of Engineering and Applied Sciences (GSEAS):

Dean Dr. Clyde Scandrett

Graduate School of Operational and Information Sciences (GSOIS):

Dean Dr. Gordon McCormick

School of International Graduate Studies (SIGS)

Dean Dr. James Wirtz

ACCREDITATION

WASC Senior College and University Commission (WSCUC)

Accreditation Board for Engineering and Technology (ABET)

The Association to Advance Collegiate Schools of Business (AACSB)

Network of Schools of Public Policy, Affairs, and Administration (NASPAA)



CENTER FOR HOMELAND DEFENSE AND SECURITY FACT SHEET

About the Naval Postgraduate School (NPS) Center for Homeland Defense and Security (CHDS) - www.chds.us

- Established in 2002 and commencing instruction in January 2003, CHDS has provided a neutral educational forum where current and future homeland security leaders learn, discuss and debate policies, strategies, programs, and organizational elements to counter terrorism and handle catastrophic events
- Through graduate-level coursework, seminars, and research, homeland security leaders gain analytic homeland expertise while bridging gaps in interagency, intergovernmental, and civil-military cooperation
- Core programs are sponsored by U.S. Department of Homeland Security, FEMA

Homeland Security Master's Degree Program

- Started in January of 2003, this accredited 18-month program brings local, state, tribal, territorial and federal leaders together in a unique learning environment
- Participants are in-residence two weeks per quarter; remainder of coursework completed via network-based learning
- Approximately 160 students from diverse disciplines are enrolled in concurrent cohorts; classes are held in Monterey, California, and Harpers Ferry, West Virginia
- Participants complete a thesis on policy issues confronting their city, state, tribe, territory or sponsoring organization; these are being implemented by agencies around the nation to solve homeland security challenges

Executive Leaders Program (ELP)

- Strengthen national security by providing a non-degree, graduate-level educational program to meet the needs of high-ranking government and private-sector leaders
- Creates nationwide homeland security networks and build relationships between senior leaders across disciplines, agencies and levels of government
- Pacific Executive Leaders Program established in 2011 to meet specific needs of leaders in the Pacific region

Executive Education Seminars (EES), Facilitated by Mobile Education Team (MET)

- Half-day executive seminars, facilitated by the Mobile Education Team (MET) of subject matter experts, provide a neutral educational forum to explore, discuss and debate homeland security issues
- Program is focused on governors, mayors, other elected officials and their respective homeland security teams
- Topics are discussed in a roundtable format utilizing area specific interactive scenarios

Fusion Center Leaders Program (FCLP)

- Five-day, graduate-level program which examines key issues facing fusion center leaders and their role in homeland security
- Designed to enhance critical thinking related to homeland security and public safety intelligence issues at all levels of government and the private sector

University and Agency Partnership Initiative (UAPI) - www.uapi.us

- CHDS offers its curriculum, learning technologies, and educational resources to institutional and individual partners, who also share their curriculum and specialized expertise with CHDS and other UAPI partners
- "Multiplier effect" increases number and diversity of students with access to homeland security education nationally

National Emergency Management Executive Academy Courses

- CHDS has partnered with the Emergency Management Institute (EMI) to deliver "Emergency Management in the 21st Century"
- Four-day course open to those who have been accepted in the National Emergency Management Executive Academy

Homeland Security Self-Study Courses

- Non-credit, online versions of the MA courses; available to professionals who wish to enhance their understanding of key concepts and require the flexibility of self-paced instruction

Homeland Security Digital Library (HSDL) - www.hsdl.org

- Nation's premier collection of homeland security policy and strategy related documents; supports local, state, tribal, territorial and federal analysis, decision-making, and academic research
- All documents are selected by a staff of librarians and subject matter specialists
- Full collection and special features are accessible to account holders, a portion of the collection is open to the public

Homeland Security Affairs Journal - www.hsaj.org

- Academic, online journal with submissions from national homeland security experts
- Articles propose and debate strategies, policies, and organizational arrangements to strengthen homeland security



COST COMPARISON: CHDS MASTER'S DEGREE TO BENCHMARK SCHOOLS



CENTER FOR HOMELAND DEFENSE AND SECURITY NAVAL POSTGRADUATE SCHOOL



Program Expenses Per Participant	University Indirect Rate	Tuition	Books and Supplies	Program Length	Number of Courses	Average Cost Per Course
\$42,000	8%	\$42,000	Included	18 months, 6 quarters	13 courses, plus a thesis	\$3,321

Georgetown University - School of Foreign Service: Master of Arts in Security Studies

\$70,108	55%	\$67,608	\$2,500	18 or 24 months, 3 or 4 semesters	12 courses	\$5,842
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Tufts University - The Fletcher School: Master of Arts in Law and Diplomacy, International Security Studies

\$86,468	60%	\$84,468	\$2,000	24 months, 4 semesters	16 courses	\$5,404
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John Hopkins University School of Advanced International Studies: Master of Arts in International Relations, Strategic Studies

\$88,984	50%	\$85,984	\$3,000	24 months, 4 semesters	16 courses	\$5,562
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Princeton University - Woodrow Wilson School of Public and International Affairs: Master in Public Affairs

\$93,200	62%	\$90,700	\$2,500	24 months, 4 semesters	16 courses	\$5,825
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Harvard University - Kennedy School of Government: Master in Public Policy

\$94,490	34%	\$91,394	\$3,096	24 months, 4 semesters	18 courses	\$5,249
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Columbia University - School of International Affairs and Public Affairs: Master of Public Administration

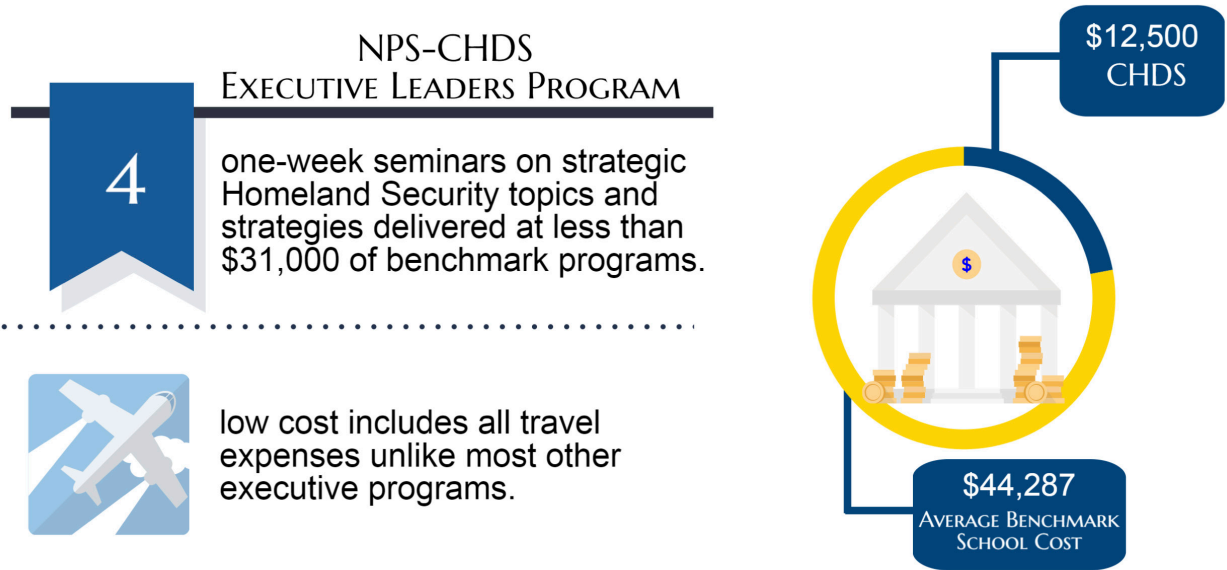
\$99,880	31%	\$97,880	\$2,000	24 months, 4 semesters	16 courses	\$6,243
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Benchmark School Cost per participant and Direct Rate Averages

\$88,855	48.7%
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Note: Cost comparisons are based on information from university websites as of November 2015. The books and supplies costs for Johns Hopkins MPP, Princeton and Georgetown are estimates based on other benchmark schools. In addition to the above costs, CHDS Master's Degree Program travel, room and board, and miscellaneous expenses average \$17,500 per student. Travel, room and board, and miscellaneous expenses for benchmark schools average between \$38,000 and \$50,000 per student.

COST COMPARISONS OF EXECUTIVE EDUCATION PROGRAMS*



University	Executive Course	Cost	Duration	Included in Cost	**Cost of Differential	Four Week Adjusted Cost	One Week Adjusted Cost
 CHDS	Homeland Security Executive Leaders Program	\$10,000	4 one-week sessions (4 day week)	Tuition, travel, housing, materials & 3 daily meals	\$2,500	\$12,500	\$3,125
Other Executive Programs							
Harvard University	Senior Executives in National and International Security	\$11,200	2 weeks (5 day week)	Tuition, housing, materials & 3 daily meals	\$13,600	\$24,800	\$6,200
Columbia University	Executive Education in Strategic Communication	\$8,750	1 week (5 day week)	Tuition, materials & 2 daily meals	\$34,796	\$43,546	\$10,887
Stanford University	Leading Change and Organizational Renewal	\$14,500	1 week (5 day week)	Tuition, housing, materials & 3 daily meals	\$45,900	\$60,400	\$15,100
Dartmouth University	Leadership and Strategic Impact	\$11,500	1 week (5 day week)	Tuition, housing, materials & 3 daily meals	\$36,900	\$48,400	\$12,100
Average Cost of Other Programs						\$44,287	\$11,072

*Cost comparisons are based on information from each universities' website as of December 2015. NPS-CHDS program expenses are based on available cost averages.
**The Differential adjusts all programs to: 4 weeks, 5-day weekly sessions, 15 meals per week (using local per diem), 5 housing nights per week (using local per diem) and 4 flights (\$600 each).



The Naval Postgraduate School campus is the home of the Center for Homeland Defense and Security in Monterey, Calif.

EXCERPTS FROM HOMELAND SECURITY ACADEMIC ADVISORY COUNCIL (HSAAC)

Member Briefing Materials
July 19, 2012
Pages 7-8 *

Overall Findings

- Over the past ten years, homeland security education has significantly grown, with over 350 new degree programs created. In the past two years, the most growth has been at the associate's degree level, possibly due to Department of Homeland Security' Transportation Security Administration (TSA) Associates Program.
- The Department of Homeland Security-funded Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School (NPS) has been a primary provider of homeland security graduate and executive-level education since 2002.
- The CHDS University and Agency Partnership Initiative at NPS supports the nationwide development of homeland security education through training, content sharing, and an online community of practice.
- In 2007, CHDS facilitated the development of a suggested master's degree program/curriculum outline
- This program outline has not been updated in seven years.

Draft Recommendations

The Subcommittee on Homeland security academic programs makes the following draft recommendations:

- DHS (Department of Homeland Security) and CHDS should establish a definition of homeland security academic programs that could serve as a guide for overall program development, with an ancillary set of affiliated degree programs that support homeland security efforts.
- In consultation with the DHS Office of Academic Engagement, CHDS should convene a workshop comprised of homeland security academics and practitioners to review and update the suggested master's degree program/curriculum outline.
- In consultation with the DHS Office of Academic Engagement and TSA, CHDS should convene a national group to develop an outline for suggested bachelor's and associate's degree programs, as well as certificate programs and stackable credentials. These academic programs should provide a clear pathway for progressive movement from certificate and associate programs through the bachelor's degree level, while ensuring high quality standards and the use of best practices.
- DHS should make available their list of key skill sets and map these to job opportunities and increasing levels of responsibility within DHS, and other potential employers.
- DHS should increase its promotion of CHDS and establish joint initiatives with CHDS that advance educational opportunities for DHS employees, while maturing the homeland security discipline.

* Full report is available at: <http://www.dhs.gov/xlibrary/assets/hsaac/hsaac-july-10-member-briefing-materials.pdf>



FIRE DEPARTMENT
9 MetroTech Center Brooklyn, NY 11201-3857

SALVATORE J. CASSANO
Fire Commissioner

Suite 8W-6

November 3, 2011

Director Glen Woodbury
Naval Postgraduate School Center for Homeland Defense and Security
700 Dyer Road, Building 246, Room 372
Monterey, CA 93943

Dear Mr. Woodbury:

Following the unimaginable losses of September 11th, 2001, the New York City Fire Department was faced with the task of rebuilding the department in a world that had changed dramatically. From that moment on, we as a department knew that we were not only responding to fires and medical emergencies. Our role in New York City was forever altered, and the FDNY had to adapt and prepare to respond to the very real threat of terrorism, just as we prepare to respond to a house fire, or an injured individual.

Though this new endeavor was in many ways a drastic change from the work on which the FDNY's reputation was built, as with any new challenge, our preparation would begin with training and education.

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) would provide a great deal of that education. The CHDS recognized that homeland security did not begin and end with only traditional law enforcement, but now must include members of the fire service, emergency medical service, and emergency management across the country.

Through the CHDS, leaders from our department had the opportunity to collaborate with homeland security officials from across the nation, and from many different agencies. Together, we could discuss policy, strategies for the future, and organizational designs that would shape our response. This wealth of knowledge is an invaluable tool to have at our disposal.

The CHDS has been a source of education to many of our top level chiefs since its inception in 2003. Our Chief of Counterterrorism and Disaster Preparedness, Assistant Chief Joseph Pfeifer is a graduate of the CHDS. Our Chief of Emergency Medical Service Abdo Nahmod is a recent graduate as well. In all, 22 FDNY members have graduated from this vital program in the past eight years.

As in any paramilitary organization, the role of our top Chiefs is to bring the knowledge gained to every member, in every rank. Through the FDNY Center for Counterterrorism and Disaster Preparedness, this new level of awareness and training provided by the CHDS has been

disseminated throughout the department. In hundreds of training exercises each year, through our Counterterrorism Center, at our Fire and EMS Academies, at every firehouse, and through our weekly intelligence briefings to all members, the fingerprints of the CHDS are evident.

The investment in the CHDS has already proved beneficial for the FDNY, and the City of New York. No one incident proves that our dedication to training and education in homeland security has been successful more than in Times Square on May 1, 2010. When FDNY firefighters responded to a terrorist's attempt to detonate a large scale explosive in the middle of Manhattan, they were armed not just with ladders and hoses, but with an education in counterterrorism that would prove more useful than any one piece of equipment. Their education and understanding helped save the lives of hundreds of innocent people, as well as their own.

We in New York City know first hand that the threats we face as a nation are very real. New York is a city of over eight million people, with millions more who come to work and visit every day. The FDNY responds to well over a million incidents every year and is responsible for protecting 560 miles of coastline. The sheer size of those numbers means that FDNY Firefighters, Emergency Medical Technicians and Paramedics must be trained in the best, and latest available counterterrorism information possible.

And the simple fact is that the FDNY of today is better trained, better prepared and better equipped for the new challenges and threats we face. The Naval Postgraduate School Center for Homeland Defense and Security has been a tremendous asset in facing those challenges, and has been an integral part in the rebuilding and resilience of the New York City Fire Department.

Sincerely,

Salvatore J. Cassano
Fire Commissioner

SJC:kc

Center for Homeland Defense and Security Earns Two Honors from Industry Magazine

Monterey CA - November 2010

The Naval Postgraduate School Center for Homeland Defense and Security (CHDS) in Monterey, Calif., won two honors from *Government Security News* magazine during ceremonies Monday, Nov. 8, in Washington D.C.

CHDS was named the Most Effective Federal Government Security Program, Project or Agency as well as Best Homeland Security Training/Higher Education Program at an awards dinner at the JW Marriot Hotel.

“We are honored that the experts at GSN have recognized us with these awards,” CHDS Director Glen Woodbury said. “We deeply appreciate these recognitions and pledge that we will continue to strive for excellence in homeland security and defense education.”

GSN honored companies and government agencies in 45 different categories. Retired Gen. Barry McCaffrey earned the GSN 2010 Homeland Security Extraordinary Leadership and Service Award and gave the keynote address.

The CHDS is sponsored by the U.S. Department of Homeland Security (DHS), National Preparedness Directorate, within the Federal Emergency Management Agency (FEMA).

“Educating our current and future leaders at the strategy and policy level is a very important endeavor for FEMA,” said Tim Manning, FEMA Deputy Administrator for Protection and National Preparedness. “The Center develops a cadre of professionals that enable us to tap into innovative strategy and critical thinking the nation needs to address current threats and to foresee future challenges. We are pleased that our educational efforts in all-hazards homeland security have been recognized.”

Established in 2002 and located at the Naval Postgraduate School in Monterey, Calif., CHDS offers a string of educational programs, the cornerstone of which is a Master of Arts degree in security studies. More than 375 professionals from federal, tribal, state and local governments have completed the 18-month master’s degree program. These students write theses on issues facing their home agencies, and that research often finds its way into practice and policy.

The Center also offers the Executive Leaders Program, a graduate-style program that draws professionals from government and the private sector for four one-week sessions over a nine-month period. Also, the Center’s University and Agency Partnership Initiative shares curriculum and faculty development expertise with more than 200 colleges and universities in the United States.



WWW.CHDS.US

THE NATION’S HOMELAND SECURITY EDUCATOR

Out of the Classroom and Into the World

Out of the Classroom and Into the World is an applied course work project focused on taking innovative ideas forged in the CHDS Master’s and ELP programs and making them available to the national homeland security community. The goal of applied coursework projects is to illuminate and share these innovations to promote further collaboration between local, state, tribal, territorial, federal and military agencies. Brief descriptions of a cross section of projects are included below. More detailed information is available on the CHDS website on the News & Stories page, in the Out of the Classroom and Into the World section: <http://bit.ly/1j6CL4D>.

CHDS Alumnus’ Prison Radicalization Thesis is Backbone of Congressional Testimony

October 28, 2015

When he applied to the master’s degree program at the Center for Homeland Defense and Security, Tony Parker wrote in his essay on the link between prisons and radicalization, a topic that would evolve into his thesis, “Establishing a Deradicalization/Disengagement Model for America’s Correctional Facilities: Recommendations for Countering Prison Radicalization.” From gangs for protection to religious firebrands, prisons are often seen as incubators for various forms of radical behavior. The next iteration of that subject for Parker, who is Assistant Commissioner of the Tennessee Department of Correction, came in the form of testimony before the House Committee on Homeland Security on October 28.

Alum Expands Master’s Research, Presents in UK

September 16, 2015

Dr. William Pilkington was interested in developing a more analytical approach to allocating resources as he wrote his CHDS master’s degree thesis, “Risk, Politics, and Money: Need for A Value-Based Model for Financing Public Health Preparedness,” and it remains a question he continues pursuing in post-graduation life. “The most surprising to me is, at all levels of government, how little strategic analysis goes into making decisions about how money will be allocated,” he said. Pilkington presented a continuation of his thesis research in September at the Ninth Dealing with Disasters International Conference at Northumbria University in Newcastle, United Kingdom, with a presentation titled, “Estimating the Likelihood of Unlikely Events.”

Alumnus: Obesity is National and Homeland Security Challenge

August 12, 2015

Center for Homeland Defense and Security master’s degree alumnus Daniel O’Connor believes there is just as pressing a national and homeland security issue as terrorism, borders and critical infrastructure protection – obesity. “It affects our economy, our resilience and our ability to fight,” he noted. “We spend a trillion a year in direct, medical, and associated costs related to obesity. How can this not be a national and homeland security issue?”

Sheriff’s Research Into Sovereign Citizens Results in Training Initiative

July 24, 2015

Sheriff Michael Welch’s Center for Homeland Defense and Security master’s degree research as well as course papers looking into sovereign citizens have been applied in the form of reality-based scenario training for local law enforcement in North Carolina. During his CHDS studies, Welch wrote a collection of course papers on the topic that culminated in his thesis, “Police Murders: Deadly Encounters with Sovereign Citizens,” a work so sensitive it is restricted from public release. The writings served as a foundation for establishing a pilot training program conducted in March 2015.

Polygraph Thesis Lives on in Academic Texts, Additional Research

July 15, 2015

Centerville, Ohio, Police Chief Bruce Robertson wanted to add an empirical basis to the art of polygraph as he wrote his Center for Homeland Defense and Security master’s degree thesis, “The Use of an Enhanced Polygraph Scoring Technique in Homeland Security: The Empirical Scoring System – Making a Difference.” As a polygraphist since 1988, he used his professional expertise coupled with CHDS research to examine how traditional hand-scoring lie detection techniques compare with what was called “Empirical Based Scoring.” His work was a response to a 2003 National Research Council study, commissioned by Congress, to gauge the status and value of polygraph tests.

ELP Duo Collaborate on Drone Potential for Fire Service

July 15, 2015

A career firefighter and long-time aviation researcher who formed a team while attending the Center for Homeland Defense and Security Executive Leaders Program are expanded their classroom study on drone use in the fire service with presentation at the National Fire Protection Association’s annual conference in June 2015. Yonkers, New York, Fire Chief John Flynn and Bart Elias of the Congressional Research Service are using their complementary operations-research experiences to explore how drones could benefit modern firefighting inexpensively while adhering to constitutional concerns and public leerness

Alumnus Leads State, Federal Cybercrime Fight in Utah

June 15, 2015

In 2012, Keith Squires of the Utah Department of Public Safety received troubling news from the state’s technology director. More and more cyber attacks were hitting Utah. The state Department of Finance website was penetrated, state health department data had been swiped and a state lawmaker was targeted by an internationally known hacking collective after she introduced a bill aimed at curbing gang graffiti. A collaborative approach to cybercrime resulted in Operation Wellspring when the Utah Department of Public Safety, the FBI’s Salt Lake City field office and the bureau’s Internet Crime Complaint Center (IC3) teamed up.

Acting TSA Head Commends CHDS Thesis

April 15, 2015

A gun smuggling ring operating out of Hartsfield Jackson Atlanta Airport has proved the salience of one graduate’s Center for Homeland Defense and Security’s master’s degree thesis. Alan Black, Vice President and Director of Public Safety at Dallas Fort Worth International Airport, wrote “Managing the Aviation Insider Threat” in 2010 based on his concerns that thousands of employees who work at airports could exploit identification systems to commit crimes or even attacks. After the Atlanta ring was busted, his work grabbed the attention of interim TSA administrator Melvin Carroway.

Students Craft Model Drone Policy

April 9, 2015

A patchwork of state laws and absence of clear federal direction regarding Unmanned Aerial Vehicles (UAV) has left policy gaps that two master’s degree students at the Center for Homeland Defense and Security master’s are trying to fill. As with any disruptive technology, the popular ascent of unmanned aerial vehicles, commonly referred to as drones or UAVs, is posing both potential for public safety agencies coupled with policy concerns and especially worries about constitutional protections under the fourth amendment. Captain Gregg Favre of the St. Louis Fire Department and Monica Manzella, Assistant City Attorney in New Orleans, wrote their paper, “Through the Looking Glass: Public Safety Agencies Drone Policy and the Fourth Amendment,” for the Technology for Homeland Security course.

9-1-1 Director’s Thesis Written in Real Time

March 16, 2015

Master’s degree alumnus Carl Simpson entered CHDS with an ideal thesis topic in mind. Simpson had moved from Portland, Oregon, to Denver 9-1-1 as the city’s new 9-1-1 director while he was enrolled in CHDS. He pursued his thoughts on broadening the scope of emergency call center information as he researched his thesis.

Information Sharing in Arizona Improved with CHDS Thesis

January 21, 2015

As veteran law enforcement technology professional Bill Kalaf retired in 2014 he witnessed a portion of his Center for Homeland Defense and Security thesis applied to state policy in Arizona that helps local, state and tribal police departments to better share information. The Arizona Legislature passed House Bill 2591, which creates a Joint Powers Public Safety Committee responsible for overseeing the sharing of technology and information among police organizations in the state.

ELP Alums Part of Virginia Sea Rise Study Policy

January 15, 2015

As he co-chaired a state panel on recurring flooding in Virginia’s Tidewater region and developed a report on the topic, Jim Redick reached out to his colleagues in the Center for Homeland Defense and Security Executive Leaders Program for feedback. “It presents a significant impact to our critical infrastructure, our housing, our economy,” he noted. In Norfolk, the location of the largest Naval Station in the world, the road networks can be inundated with flood waters. It is very much an issue of homeland security.” The result was a series of recommendations on combating sea level rise in Virginia, some of which are proceeding with implementation.

CHDS Thesis Laid Foundation for TSA Screening Policy

January 7, 2015

Armed with his CHDS master’s degree thesis and a supportive leader, Center for Homeland Defense and Security master’s degree graduate Kenneth Fletcher is helping to change the way the Transportation Security Administration screens air travelers. Fletcher was named TSA Chief Risk Officer in February 2014, a position in which he is responsible for setting the long range strategic vision for risk management and for expanding TSA’s Risk-based Security (RBS) philosophy across all areas of the agency by developing and implementing enterprise risk management. Fletcher wrote his policy paper in the CHDS course Introduction to Homeland Security on adopting a risk-based approach to security screening. As he began researching various alternatives, he found arguments were entirely emotional and no analytical comparison existed.

CHDS Thesis Provides Base for Cooley Law School Program

July 21, 2014

Brigadier General Mike McDaniel was considering the ramifications of the plethora of homeland security legislation marshaled through Congress following the 9/11 attacks as he enrolled at the Center for Homeland Defense and Security master’s degree program in 2005. The Patriot Act strengthening the nation’s intelligence capabilities and the Homeland Security Act reorganizing 22 federal agencies under the Department of Homeland Security had both passed, along with other statutes, related regulations and administrative rules. “I kept asking myself, how are the laws that Congress is passing or the Executive Orders from the President creating the discipline of homeland security?” McDaniel said. “At the same time, I asked myself, is this creating a new practice area of law?”

Public Health Nurse’s CHDS Thesis Became Communications Plan

July 14, 2014

Just as she began pursuing her Center for Homeland Defense and Security master’s degree, Tammy Chamblee was handed an assignment for her job as Chief Nurse of Mississippi Department of Health Office of Emergency Preparedness and Response at the Mississippi Department of Health. Then Gov. Haley Barbour had asked for a study on how levee failure on along the Mississippi River would affect the at-large health care operations in the state. That task would evolve and shape her thesis topic, “Perfect Model for the Perfect Storm: Creating an Effective State to Grassroots Comprehensive Public Health and Medical Strategic Communication Model,” research that went on to become state policy March 2014.

Oregon Preparedness Liaison Looks Beyond AARs

July 9, 2014

After Action Reports have become almost obligatory components of homeland security and emergency management, almost on par with the actual policies and practices themselves. While a practice firmly entrenched, Center for Homeland Defense and Security alumnus Jeff Kaliner questioned whether such reports and “lessons learned” were actually changing behaviors in the field. He explored that question in his CHDS master’s degree thesis, “When Will We Ever Learn? The After Action Review, Lessons Learned and the Next Steps in Training and Education in the Homeland Security Enterprise in the 21st Century.”

Social Media Thesis Turned Into Policy Memo

May 30, 2014

The thesis of Tamara Spicer, Public Affairs Officer with the Missouri National Guard (MONG) titled “Being Social: Integrating Social Media into Public Information Support to Emergency Response Teams,” became the basis for MONG policy. Spicer’s research resulted in a social media policy for the Missouri National Guard, released May 5, 2014. The policy defines exactly what the organization’s social media platforms are, and for what reasons they may be used while also dictating what types of activities are prohibited.

Practitioner Applies ‘Resilience’ Concept to Training America’s Responders

April 15, 2014

As a State Preparedness Official with the Governor’s Office of Homeland Security and Emergency Preparedness in Louisiana, Jerry Monier found that concepts and words used in the profession have more than just dictionary meanings, they can also affect how agencies and people operate. Monier examined this concept in his Center for Homeland Defense and Security thesis, “Clarifying Resilience in the Context of Homeland Security.” In early 2014, the thesis was added to the National Strategic Narrative, a website that provides academic backbone to policy decisions regarding investment, security, economic development, the environment, and community engagement to enhance national strategy.

LAPD Detective Spearheads New Cyber-Intrusion Center

February 6, 2014

After eight months of research, collaboration and footwork, Los Angeles Police Department (LAPD) Detective John Zambri and a team he assembled examined the feasibility and potential of establishing a Cyber Intrusion Command Center (CICC) for Los Angeles. Mayor Eric Garcetti signed an executive directive in late 2013 creating the CICC that would partner with the FBI and the U.S. Secret Service to mitigate cyber intrusions.

Transit Police Captain Sees Civics Education as Critical to Homeland Security

January 31, 2014

For Amtrak Police Captain Brian Ravert a critical tool for homeland security has been overlooked: basic civics education in the United States. Ravert chose the topic for his Center for Homeland Defense and Security master’s degree thesis, “Protecting America through Better Civic Education.”

Maryland Public Health Grad Examines Operational Continuity

January 27, 2014

Contingency and business continuity planners oftentimes overlook a vital component of continuity of operations (COOP) and continuity of government (COG) planning for their organizations- ensuring that their own staff are prepared for and safe from public health incidents. In the journal Domestic Preparedness, CHDS alum Chas Eby outlined what policy- and decision-makers should do to maintain continuity during a public health crisis.

CHDS Alum Proposes Resilience Options for Grant Program

November 8, 2013

Eric Taquechel (MA, 2010) recently published his third journal article in support of risk management advancement. In "Options and Challenges of a Resilience-Based, Network-Focused Port Security Grant Program" published in the Journal of Homeland Security and Emergency Management (JHSEM), Taquechel suggests new evaluative approaches and options for the Federal Emergency Management Agency's Port Security Grant program (PSGP).

FDNY SAR Policy Reflects CHDS Coursework

November 8, 2013

The New York City Fire Department has revised its Suspicious Activity Reporting program under a framework explored during Center for Homeland Defense and Security coursework by Lt. Christopher Ward, an Intelligence Analyst with the department's Center for Terrorism and Disaster Preparedness (CTDP). As a student at the Center, Ward penned a paper in the Intelligence for Homeland Security: Organizational and Policy Challenges course that formed the basis of two memorandums that would push the policy revision forward.

Public Health Professional Espouses Food Protection

August 19, 2013

As a public health professional for more than 20 years, Michele Samarya-Timm knows well the assumptions most Americans make about the nation's food supply. "Food is one of those things consumers take for granted; everybody is assuming it's protected or they are presuming it's somebody else's job and realm," said Samarya-Timm, who completed the Center for Homeland Defense and Security master's degree program in March 2013. "In Homeland Security it's not someone else's realm because we all eat." Samarya-Timm was published in the Domestic Preparedness Journal in June 2013 with an article titled "Defending the Food Supply: The Basic Recipe" and is finalizing her thesis on the same topic. She identified the issue while a CHDS student.

Course Paper Provides Basis for Intelligence Curriculum

June 10, 2013

A course paper written by Eric Powell while a student at the Center for Homeland Defense and Security (CHDS) has provided a basis for an intelligence-gathering training curriculum for emergency medical and fire service professionals in Tennessee. Powell wrote the paper for the CHDS Intelligence for Homeland Security class and subsequently circulated it to Tennessee Homeland Security Office. He serves as Fire Science and Paramedic Program Director at Walters State Community College in Morristown, Tenn., and has extensive experience as a police officer, firefighter and paramedic. He was enlisted by James Cotter, assistant director of the state's fusion center, to write the training curriculum and has since been directed to further investigate the value of EMS and fire service representation in fusion center intelligence gathering.

New N.Y. Gun Law Includes Chief's Recommendations

April 9, 2013

New York state's sweeping gun regulations signed into law in January 2013 include recommendations on mental health that were part of Michael Biasotti's master's degree thesis from the Naval Postgraduate School Center for Homeland Defense and Security (CHDS). Biasotti, police chief in the Town of New Windsor, N.Y., penned his thesis titled "Management of the Severely Mentally Ill and Its Effects on Homeland Security." The thesis calls for national guidelines, similar to Kendra's Law in New York and similar laws in 44 other states, in which adult outpatient therapy can be court-ordered under precise conditions.

INQUIRY

9/11 ushered in a new era. The need for a neutral educational forum to promote inquiry, discussion, and understanding to create strategies to defend against domestic threats to the nation and its citizens was apparent. The Center for Homeland Defense and Security is the forum for that inquiry, allowing leaders across many disciplines and agencies to collaborate and create new world solutions to new world problems.

STRATEGY

CHDS graduate education programs build critical thinking skills as well as promote strategy and policy development. Fostering strategic thinking leads to planning and implementing courses of actions to apply to real world problems. As a result, agencies and organizations are better prepared to deter, defend against, respond to and recover from not only terrorist activities, but natural catastrophes, public health emergencies, threats to critical infrastructure and other security challenges.

INNOVATION

The field of homeland security is dynamic and requires creativity and new ways to collaborate. For the last 12 years, CHDS has been at the forefront of innovative curriculum and advanced education technologies to connect strategy and policy objectives to professional adult learners at all levels of government.

LEARN MORE WWW.CHDS.US

THE NATION'S HOMELAND SECURITY EDUCATOR

For additional information about the
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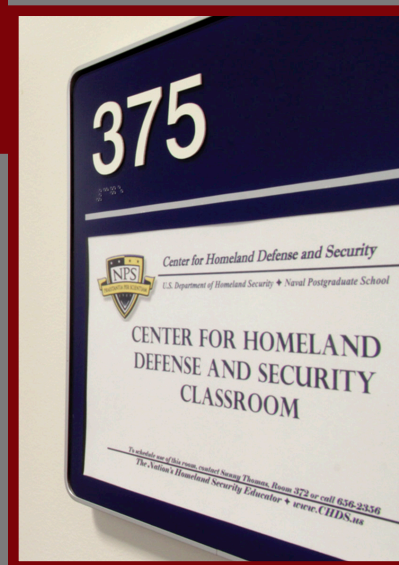


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